LSTA Program Five-Year Plan
For Years 2008 – 2012

LSTA Five-Year Plan
2008-2012

For Submission to the
Institute of Museum and Library Services

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Missouri Five-Year State Plan: 2008–2012 Library Services and Technology Act

Mission Statement

The Missouri State Library works to strengthen libraries and library leadership in Missouri communities and strives to ensure Missourians have equal access to library services.

Meeting the Needs of Missourians

The Missouri State Library staff is pleased to present this thorough plan which moves Missouri's libraries forward to meet the needs of state residents. This plan responds to the needs expressed by Missouri library staff and governing bodies in "town hall" meetings, strategic planning meetings, evaluations and surveys of numerous library programs and the LSTA five-year plan for 2003-2007. The issues identified, and many of the suggested programs, are a direct result of this transparent process.

The following brief introduction to Missouri's libraries and demographics status helps frame the information needs of Missourians.

Missouri Landscape

On a typical day, a Missouri Public Library:
- Welcomes 7,109 visitors.
- Circulates 132,040 items.
- Shares 1,482 items through interlibrary loan.
- Answers 15,961 reference questions

Missouri's population is clustered in a few areas of the state, with only two large metropolitan areas of Kansas City and St. Louis. Growth and development has concentrated along the I-70 and I-44 corridors. An examination of the annual public library statistical data submitted to the Federal State Cooperative Data Service reveals key patterns and trends which need consideration for the LSTA plan. Development of public library service reflects the general population distribution, with just seven library districts serving 55% of the state's population located in the two metro areas plus the areas of Springfield and Columbia. Twenty-two library districts are considered medium-sized, serving between

30,000 and 150,000 in population; several of these are multi-county districts. Of 150 library districts, 121 libraries serve populations of fewer than 30,000; or 21% of the state's population; all but a few of these districts are in rural areas of the state. Of 115 counties, 28 have only municipal library districts, and residents of unincorporated areas prevail on the good will of those libraries, or pay nonresident fees, to access library services. Three counties – Lincoln, Ozark, and Taney - still have no tax-supported library service. In total, 478,698 persons do not have tax-supported public library service. (Chart 1; Table 1)

Library service in Missouri's rural libraries is largely delivered by staff without benefit of any college level courses in library science. These staff are dedicated members of their communities, but are in need of training in library techniques and practices. While 81% of the staff titled 'librarian' in the seven large libraries have an MLS, the percentage drops to 40% in libraries serving populations of 150,000 to 30,000, and even further to 11% in the smallest libraries. Of the 150 public libraries, 101 library directors do not have an MLS degree; of those, 51 do not have a college degree. (Chart 2)

Chart 1:
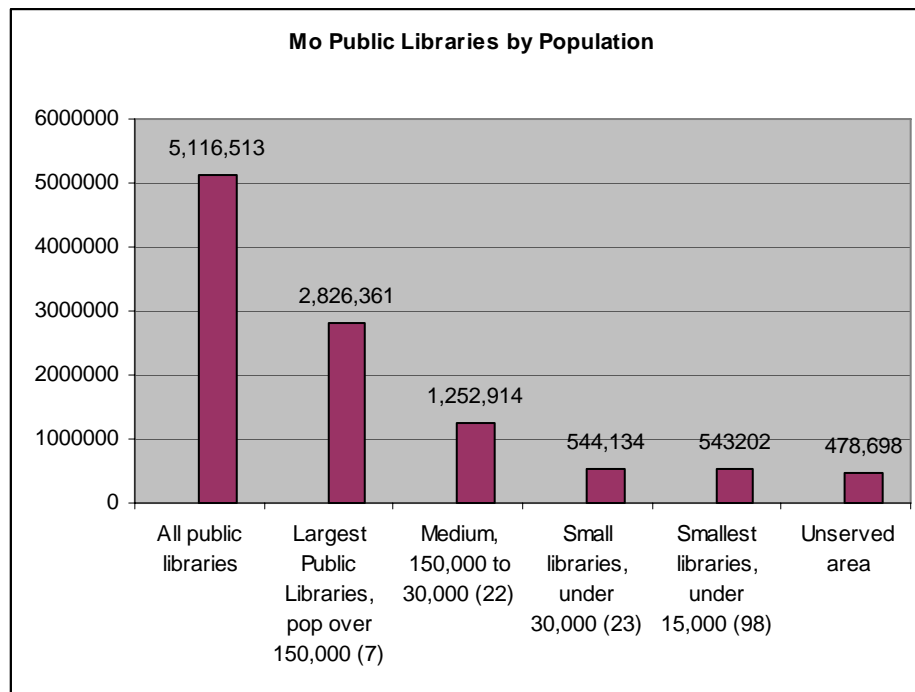
Source: 2006 Public Library Statistical data.

Table 1:

Missouri	*Number*	*Population*
All public libraries	150	5,116,513
Largest Public Libraries, pop over 150,000	7	2,826,361
Medium, 150,000 to 30,000	22	1,252,914
Small libraries, under 30,000	23	494,036
Smallest libraries, under 15,000	98	544,134

Missouri libraries have some advantages in using technology to benefit our citizens. MOREnet (Missouri Research and Education Network) provides high-speed, reliable Internet access to the state's public sector through a combination of state, local, and E-rate funds. A unit of the University of Missouri System, MOREnet serves Missouri's K-12 schools, colleges and universities, public libraries, state government, teaching hospitals and other affiliates. Training and technical support are also provided. The public library portion of MOREnet, which connects 236 sites, is funded by state appropriations and used for match and maintenance of effort for LSTA.

Missouri has also used technology to develop good strategies for sharing libraries' materials collections. Most public and private academic libraries are members of MOBIUS, a shared platform for their library catalogs. MOBIUS users may request materials directly from other institutions, which are then delivered through a courier system. Currently, only two public libraries and no K-12 libraries participate in MOBIUS. LSTA funds have been used to load the bibliographic records of public libraries into OCLC's WorldCat database, which through the Show Me the World program provides users the means to locate desired resources.

Demographics
Missouri's population increased by an estimated 40,778 or 0.71 percent between July 1, 2004 and July 1, 2005. With 5,800,310 people, Missouri has the 18th largest population among the states and the District of Columbia. Since the 2000 Census, population in the state has increased by 205,099 (3.7 percent) compared to the national average of 5.3 percent growth. Population estimates in 2001 stated that Missouri would not reach this number until 2010. A medium-sized state both in geography and population, Missouri shares in national trends toward diversity in population, expansion of ex-urban areas, and growth in some once rural areas, while other rural areas are in economic decline. Demographics and population statistics were taken from Missouri State Census Data Center[1]. Following are some trends important to the development of this plan.

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[1] http://mcdc2.missouri.edu

Hispanic Population
Latinos in Missouri have the lowest level of education with over 50% without a high school diploma. In Missouri, 78,876 people speak Spanish at home. This demographic tends to cluster around the larger cities.

Senior Population
Missouri's 65+ age population has started increasing and is expected to continue increasing into the coming years.

Missouri Assessment Program (MAP) Test
MAP tests are a series of tests which measure how students in Missouri are meeting the state's "Show-Me Standards". The Show-Me Standards are guides for what students in grades K-12 should know and be able to do. For the past 8 years reading scores have been steadily increasing on the reading portion of the MAP test.[2]

Cost of Living
Missouri Economic Resource Information Center (MERIC) derives the cost of living index for each state by averaging the indices of participating cities and metropolitan areas. In the fourth quarter of 2006, Missouri had the sixth lowest cost of living in the United States. Missouri's cost of living for the fourth quarter of 2006 was 91.3; the national average is 100.[3]

However, Missouri has a large portion of the population that is cost-burdened for housing. A person is cost-burdened for housing if over 30% of their income is used for housing costs.
- Owners with Mortgage – 26%
- Owners without Mortgage – 11%
- Renters – 41%

Employment in Missouri
Manufacturing jobs are declining in Missouri. Two-thirds of job growth from 1984-2000 was associated with college-level jobs. College graduates earn 51% more than High School graduates with no college. Public Libraries in Missouri employ over 3,000 people.

Economic Share
There is a wide range of relative economic development across the state, which tends to cluster along the interstate highways and around urban areas. Table 1 presents those counties that account for a large proportion of the state's economy, based on employment, population, and income. St. Louis County (21.2%) and Jackson County (12.2%) together tally over one-third of the state's

[2] http://www.dese.mo.gov/divimprove/assess/State_MAP2005_Reading.pdf
[3] http://www.missourieconomy.org/indicators/cost_of_living/index.stm

economy. Conversely, Worth County accounts for only 0.3% of the state's economy. The pattern on the map follows the major interstate highways from Kansas City to St. Louis and St. Louis to Springfield. While Christian and Lincoln Counties are not on the list, they are in the top 75 counties for growth in the United States (U.S. Census Bureau). Despite this growth there is still not a tax-supported public library in Lincoln County.

Economic Share in Missouri by County 2000-2003
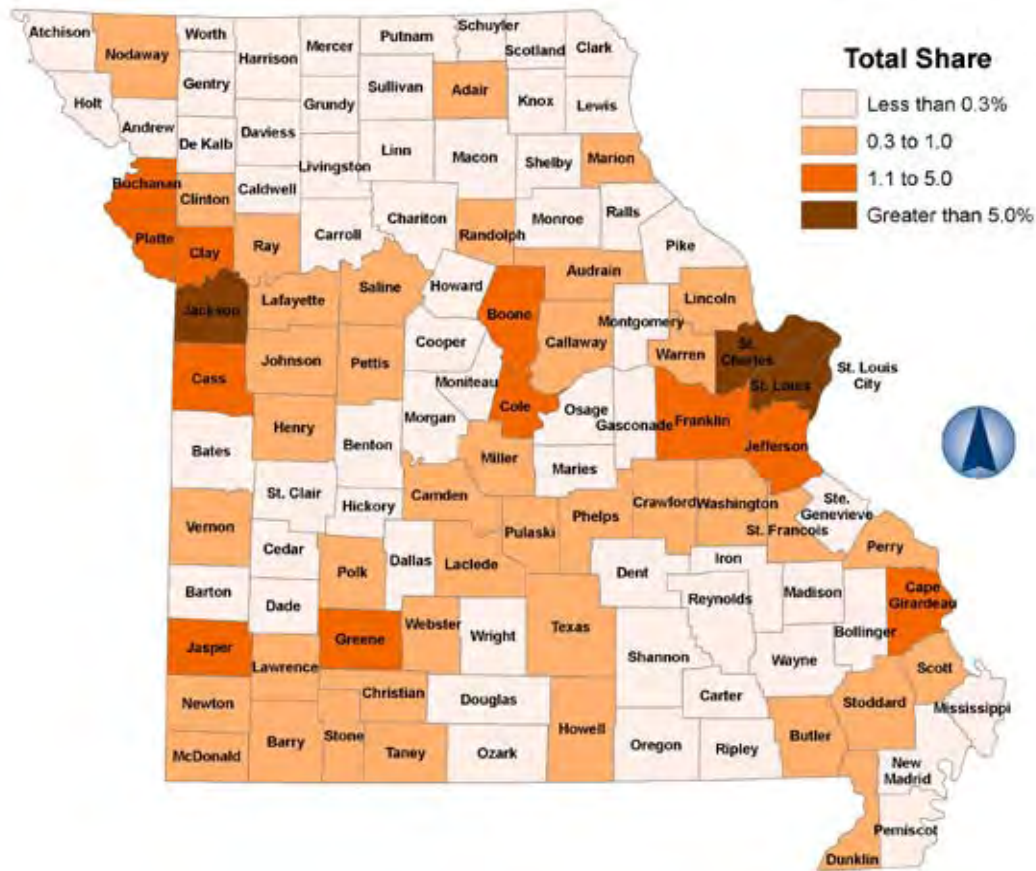
Data Sources:
Total Personal Income data from U.S. Department of Commerce, Bureau of Economic Analysis.
Annual Population data from U.S. Census Bureau mid-year population estimates.
Employment data from U.S. Bureau of Labor Statistics, Local Area Unemployment

Issue #1: Technology Challenges and Opportunities

NEED: The public expects technology to provide fast and boundless access to information in all formats. Costs, skill levels, and infrastructure development present ongoing challenges. Infrastructure, electronic data content, bibliographic databases, and access to private, costly collections are areas of challenge for Missouri libraries. Each area of challenge is described in detail within the next few pages.

Summary Needs Assessment:
- Public libraries serve as the sole source of Internet access for people of all socioeconomic backgrounds to participate in the ever-increasing electronic environment. The annual state appropriation for the REAL (Remote Electronic Access for Libraries) Program provides Internet access, training and technical support for public libraries. These funds are used as Missouri's required match for the LSTA program.
- Adequate connectivity continues to be a concern as libraries increase their use of technologies requiring higher bandwidth.
- In 2006, Missouri ranked 21st in identity theft victims by state, as reported by the Federal Trade Commission. As a result, secure networks are a necessity.
- Public libraries need to upgrade their technology infrastructure and approximately 30% of these libraries need financial assistance to proceed with implementation.
- Twenty-five percent of libraries that submitted new technology plans for participation in E-rate services indicated the need to develop or upgrade their library website.
- Wolfner Library for the Blind and Physically Handicapped is eagerly planning for the changeover to digital content and players, to improve both breadth of available materials and ease of access for their users.

GOAL #1: Missouri libraries will provide robust, reliable and secure access to information to meet the needs of all Missourians by utilizing efficient and effective telecommunications and technology capable of reaching the patron at the point of need, promoting good use of staff time, working well within a network environment and able to adapt to technological advances as needed.

LSTA Priorities:
- *Developing library services that provide all users access to information through local, state, regional, national and international electronic networks; and,*
- *Providing electronic and other linkages among and between all types of libraries; and,*
- *Expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages.*

A. Key Output Targets toward goal:
1. The State of Missouri will continue to support the REAL program through sufficient state appropriations in keeping with program cost demands.
2. 100% of libraries needing to upgrade equipment due to security concerns will do so by 2012.
3. By 2012, independent access to library services will be expanded:
    a. Forty libraries will create new or improved websites so patrons can access quality information from remote locations
    b. Five libraries will add self-service portals within their libraries or communities
4. Improved telecommunications access for public library patrons and staff realized by 2012:
    a. Thirty libraries will add or upgrade wireless access points
    b. 10% increase in use of the public library videoconference network.
    c. 5% increase from 2008 to 2012 in electronic communications that foster resource and idea sharing between libraries and library staff.
5. Twenty libraries will implement system software or hardware to improve the operation of their network

B. Key Outcome Targets toward goal:
1. By 2012 public libraries will have affordable and sufficient data lines, bandwidth and technical support through MOREnet and the REAL program as measured by MOREnet monitored bandwidth, technical support calls and customer satisfaction surveys.
2. Reduce security risk by 2012 through network audits, remote vulnerability assessments, and follow-up reports.
3. There will be a 20% increase in user satisfaction with library websites and online services by 2012.

C. Programs:

1. **REAL Program:** Continuance of library participation for statewide connectivity, technical support and training. *Timeframe: FY2008-2012*
2. **Secure Systems:** Perform remote vulnerability audits, network assessments or other mechanisms to identify security risks. *Timeframe: FY2008-2012*
3. **Technology upgrades and technical support:** Provide through grants and other means. *Timeframe: FY2008-2012*

4. **Website Development:** Offer website template program targeting libraries with no or inadequate sites. *Timeframe: FY2008-2012*
5. **Technology Skills Training:** Provide or promote training opportunities to enhance skills in technology planning and effective use, to increase customer satisfaction with services. *Timeframe: FY2008-2012*
6. **Wolfner Library for the Blind and Physically Handicapped:** Wolfner library staff will implement the conversion to the digital talking book player in accordance with National Library Service guidance. *Timeframe: 2009-2011*

ISSUE #2: Access to Electronic Content

NEED: Access to electronic resources in libraries is necessary to gain the knowledge required to compete in an increasingly electronic economy.
ISSUE
Summary Needs Assessment:

- Public expectations for finding and using electronic content, including text, audio, and video, have expanded exponentially in recent years. This is documented extensively in library surveys and reports, and cited repeatedly by Town Hall meeting participants.
- Public awareness of libraries as providers of authoritative content is fairly low, as shown by comparatively high 'don't know' responses when asked to rate satisfaction with the library's website and online services (37%) and Internet and computer services (33%). Only 39% indicated they had accessed the public library's resources online. (2006 Follow-Up Survey of Missourians conducted for the LSTA Evaluation)
- The REAL Program appropriation currently provides state funding for four types of database services. Without this program, most public and school libraries would not be able to afford access to even core content databases. Statewide agreements help bring costs down. In Town Hall meetings participants indicated a strong desire for additional content, and assistance with development of cost-effective means for its purchase.

GOAL #2: Enable residents to locate and easily use electronic content by providing databases and content in various formats, as well as, training and tools for searching and using it effectively.

LSTA Priorities:
- *Develop library services that provide all users access to information through local, state, regional, national, and international electronic networks.*

A. Key Output Targets toward goal:
1. 20% increase in overall usage of electronic database resources provided through statewide agreements by 2012.
2. Increase by 20% the number of persons who indicate remote usage of local public library's resources, as indicated on a statewide citizen survey by 2012.
3. At least one staff member from 40 of the 63 libraries with low electronic database usage in 2006-2007 will participate in training on effective searching by 2012.

B. Key Outcome Targets toward goal:
1. User satisfaction with library's website and online services will increase by 20% as shown on statewide citizen survey.

2. Usage of electronic database resources by 63 libraries with current low usage will increase 25% by 2012, as compared to 2006-2007 usage.

C. Programs:

1. **Electronic content:** Leverage LSTA, state, and local funding through statewide contracts, grants, and cost-sharing processes to increase electronic content available for libraries including databases and other formats; continue technical support for statewide licensed databases. *Timeframe: FY2008-2012.*
2. **Search Relevancy and Retrieval:** Research and develop ways to improve search results, including search portals and appropriate federated search tools; explore demonstration programs to improve use and dissemination of best search tools and techniques. *Timeframe: FY2008-2012*
3. **Content Selection:** Provide training for library staff for collection development and effective administration of electronic resources, develop curriculum, schedule and conduct workshops and/post online tutorials. *Timeframe: FY2008-2012*
4. **Content Usage:** Provide staff training, particularly targeted toward smaller libraries, to develop curriculum, schedule and conduct workshops, and post online tutorials. *Timeframe: FY2008-2012*
5. **Public Education**: Develop and implement statewide public education about electronic content available at libraries. Provide online tutorials, quick search sheets, and other training content for use by libraries in user education. *Timeframe: FY2008-2012.*

ISSUE #3: Access to Library Materials

NEED: No one local library collection can meet the needs of all its users.

Summary Needs Assessment:
> Discovery of available materials via OCLC and other library databases is increasing the demand for interlibrary loan by Missouri citizens.
>
> Increasing costs of postage are causing libraries to reduce, restrict or eliminate interlibrary loan service or require patrons to pay a fee. For example, only one-third of tax-supported public libraries in Missouri are using the OCLC interlibrary loan service.
>
> Library patrons need a technological infrastructure that facilitates searching, discovery and requests for a broad range of library materials in a cost-effective manner.

GOAL #3: Libraries will have technology that supports construction of a statewide union catalog, searching and discovery of materials not in their local collections, patron-initiated borrowing and a courier service to provide low-cost, efficient delivery of materials from other libraries.

LSTA Priorities:
- *Develop library services that provide all users access to information through local, State, regional, national, and international electronic networks; and,*
- *Provide electronic and other linkages among and between all types of libraries.*

A. Key Output Targets toward goal:
1. 75% of Missouri public libraries will participate in statewide courier service with a minimum weekly stop by the end of 2009;
2. 100% of Missouri public libraries will participate in statewide courier service with a minimum weekly stop by the end of 2012.
3. 100% of libraries still using card catalogs will have their records converted to MARC format
4. The total number of holdings set in WorldCat will increase by 25%.
5. Total number of public libraries deleting holdings in WorldCat will increase by 25%.

B. Key Outcome Targets toward goal:
1. Overall interlibrary loan activity will increase in Missouri libraries by 25% by 2012.
2. 25% of public libraries not using ILL will begin lending and/or borrowing by 2012.

3. 10% of public libraries will increase their use of ILL by 50%.
4. All Missouri public libraries will eliminate fees for interlibrary loan use by citizens.

C. Programs:

1. **Statewide Union Catalog:** Maintain a statewide union catalog to display holdings of all public libraries. *Timeframe: FY2008-2012*
2. **Increase Catalog Records:** Promote and fund retrospective conversion and batchload of records to the statewide union catalog. *Timeframe: FY2008-2012*
3. **Automated Library Systems:** Fund acquisition of automated library systems. *Timeframe: FY2008-2012*
4. **Patron-initiated Direct Borrowing:** Initiate pilot projects in patron-initiated direct borrowing. *Timeframe: FY2008-2012*
5. **Electronic ILL Transactions:** Fund the cost of electronic ILL transactions. *Timeframe: FY2008-2012*
6. **Statewide Courier Service:** Partner with existing services or use other means to develop statewide courier service for public libraries to interface with existing courier service serving the MOBIUS consortium. *Timeframe: FY2009-2012*
7. **Staff Skills Training:** Provide or promote training opportunities for library staff to develop skills needed to help users access library materials through these programs. *Timeframe: FY2008-2012*

ISSUE #4: Cultural Heritage and Digitization

NEED: Library users increasingly expect to have their information needs met by access to digital content and librarians need to acquire the skills and expertise to meet this expectation.

Summary Needs Assessment:
- Libraries are moving from a collection-centered model to an access-centered model.
- Demand from journalists, historians, public officials, attorneys, authors, genealogists and ordinary citizens for historical materials on the Internet is growing daily and this demand is boosted by the increasing ability of students to learn and use new technologies.
- As demand for digital content has grown, the market has grown as well and there is a wide variety of document and image management database software available. This will facilitate expanded delivery of digital materials to library staff and library users.
- The Missouri State Library has provided funding for several years for statewide digitization efforts, but only 27% of all known digital imaging projects have been cataloged and made searchable via the Virtually Missouri statewide database.

GOAL #4: Expand Missouri's cultural heritage digitization infrastructure in order to involve more stakeholders, digitize more historical materials and make them accessible to more user communities via the Internet.

LSTA Priorities:
- *Develop library services that provide all users access to information through local, State, regional, national, and international electronic networks; and,*
- *Provide electronic and other linkages among and between all types of libraries.*

A. Key Output Targets toward goal:
1. Add collection level and/or item-level metadata records for all of the 159 known digitization projects in Missouri to the statewide database by 2012.
2. Increase individual training in the use of digitization software by 100% by 2012.
3. 5% increase in participation of statewide digitization efforts by underserved institutions such as museums, special libraries, historical societies and community colleges by 2012.
4. Increase institutions participating in statewide digitization efforts by 50% by 2012.
5. Increase number of digital collections in statewide digitization efforts by 50% by 2012.

B. Key Outcome Targets toward GOAL:
   1. 100% of digital collections hosted on the statewide database will be in compliance with established metadata and imaging standards.
   2. Digital collections in the statewide database will be used by 20% more universities, libraries and public schools.

C. Programs:

   1. **Competitive Grants:** Fund competitive grants for digital imaging projects. *Timeframe: FY2008-2012*
   2. **Statewide Digitization Grants:** Provide statewide digitization grants to fund large-scale projects with multiple stakeholders. *Timeframe: FY2008-2012*
   3. **Inventories of Historical Materials:** Conduct inventories of historical materials to be digitized. *Timeframe: FY2008-2012*
   4. **State Imaging Center:** Participate in creating a state imaging center to scan and catalog materials for institutions without adequate digitization infrastructure. *Timeframe: FY2008-2012*
   5. **Central Database:** Maintain a central database of all digital collections in Missouri. *Timeframe: FY2008-2012*
   6. **Workshops:** Hold workshops on digitization planning, scanning, metadata and database software. *Timeframe: FY2008-2012*
   7. **Conferences and Project Presentations:** Organize conferences and project presentations. *Timeframe: FY2008-2012*
   8. **Involve Stakeholders:** Conduct outreach and involve stakeholders in advisory groups, pilot projects and focus groups. *Timeframe: FY2008-2012*
   9. **Public Education:** Develop outreach materials, including bookmarks, flyers and brochures, to educate the public about the availability of digital historical resources. *Timeframe: FY2008-2012*
   10. **School Involvement:** Develop a collaborative program with the Missouri Department of Elementary and Secondary Education to incorporate digital materials in the public school curriculum. *Timeframe: FY2008-2012*

Issue # 5: Program Services

NEED: Many library users have needs that their local libraries cannot meet. The median age level in rural populations is increasing as young people are moving to more suburban centers. Poverty levels continue to be high in urban and rural areas. English literacy is decreasing because of students leaving school and because of the influx of immigrants who are not fluent in English.

Summary Needs Assessment:

- English as a Second Language programming is essential to create a knowledgeable workforce and productive citizens. Reaching immigrant populations will become an even more essential element of library services around the state.
- The lack of reading ability will cause poverty to continue into the next generation of unqualified workers. According to the National Adult Literacy Survey (NALS) report, respondents with lower level literacy skills, or Level 1 skills, earned approximately $410 per week less than those at a Level 5. Without good reading skills, individual low-level readers and their financial dependents can suffer.
- As rural citizens become older, their needs are more defined by health issues, and the lack of volunteer opportunities and community outreach programming. Libraries can provide assistance with research, volunteer opportunities and programs related to issues seniors need most. According to *65+ in the United States[4]*, the older population is on the threshold of a boom, growing from 35 million to 72 million from 2010 to 2030.
- All groups of citizens in Missouri need to maintain lifelong learning habits to improve their well-being and take an active part in their communities. Continued promotion of lifelong learning through library usage is necessary to the health of a community and its citizens.
- Based on the results from the 2003 State Assessment of Adult Literacy (SAALS) designed by National Center for Education Statistics (NCES) for Missouri, literacy in Missouri was lowest for adults age 65 and older. Nearly 40% have "below basic" literacy.
- State general revenue funds provide for incentives for youth summer reading programs, and GED and bilingual materials for youth. LSTA funds are used to support staff training, programming and services to underserved audiences.
- Not including those living in institutions, 973,627 people in Missouri reported a sensory, physical, mental, and/or self-care disability in the 2000 census. 42.6 percent of the population age 65 and older reported one or more of these disabilities. The growth of the aging population only intensifies the need for continuation of services to this special population.

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[4] U.S. Department of Health and Human Services, 2005

- To meet these fluctuating needs of their communities, libraries will need to plan, create and maintain relevant programming and services. Missouri libraries will need to keep up with changes and technological demands, which includes searching for innovative programming and services for adults and more specifically older adults.
- In Missouri's rural areas, few staffs have had professional training and would benefit from training classes and workshops on the basic levels of library service for their communities. Staffs of small libraries very often do not have time, funds or ability to travel to access available training. Eighty-six public libraries serving 474,173 people are staffed by less than five full-time equivalent staff. It is very difficult for staff in these small libraries to participate in appropriate training. (2006 Public Library Statistical Report to FSCS).
- As new technologies are improving access to information and new channels of communication, the library staff needs training on how to use the technology effectively with their public.

GOAL #5: Strengthen and expand both quality and availability of library services appropriate to meet the educational, cultural, intellectual, personal and social development needs of Missourians, particularly persons with difficulty using the library and underserved rural and urban areas.

LSTA Priorities:
- *Expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages and needs; and,*
- *Target library services to individuals of diverse geographic, cultural, and, socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or limited information skills; and,*
- *Target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line.*

A. Key Output Targets toward GOAL:
1. Librarians, with the training and grant opportunities offered by the Missouri State Library, will provide a continuation of current programs and introduction of new programming for more library users of all ages. This will result in a 10% increase in adult and youth programs offered as measured by the 2008 and 2010 Annual Statistical Reports.
2. Increase the number of grants awarded for programs that will benefit low-literacy users, people with disabilities, special needs, and diverse cultural and socioeconomic backgrounds as

evidenced by a comparison of the data in the 2007 and 2011 LSTA State Progress Reports (SPR).

3. Librarians will receive the necessary guidance to implement successful Summer Reading programs for children and/or teens as indicated by registration statistics and data maintained for LSTA workshops.

4. 50 additional library staff will be trained to implement better programs for teens and to incorporate teen input for program planning as indicated by registration statistics and data maintained for LSTA workshops.

5. Increased number of programs will be initiated and/or continued for individuals requiring adaptations to use library services, having language barriers, and whose economic situations discourage regular library use. Maintenance of a high percentage of user satisfaction will be indicated on the semi-annual Wolfner Library for the Blind and Physically Handicapped survey—comparison of surveys conducted in 2007, 2009, and 2011.

6. Increase number of previously non-participating public libraries sending staff to training by 5% between 2008 and 2012.

7. Increase number of training opportunities utilizing alternative technology mediums by 10% between 2008 and 2012.

8. Increase number of previously non-participating libraries applying for training grants by 10% between 2008 and 2012.

B. Key Outcome Targets toward GOAL:

1. People with low-literacy levels will benefit from bridging the learning gap through an increase in the number of participants in literacy study groups and the use of literacy improvement products in libraries. Comparison of the 2007 and 2008 SPR will indicate a 25% increase in both libraries applying for literacy related grant programs and a 25% increase in participation in these programs.

2. Youth participation in Summer Reading and Teen Summer Reading Programs will increase by 10% by 2012, based on data from Summer Library Program evaluations.

3. 20% more libraries will form Teen Advisory Groups between 2008 and 2012 as indicated by comparing the 2008 and 2011 Annual Statistical Report.

4. Increased library participation by people in Missouri who have special needs as evidenced by maintaining the high percentage of customer satisfaction on the Wolfner Library for the Blind and Physically Handicapped satisfaction survey.

5. Library personnel will complete follow-up surveys after attending workshops. By 2012, 30% percent of workshop attendees will report they applied new concepts or techniques

introduced at workshops within six months of returning to their libraries.

6. Library personnel attending workshops will be introduced to concepts and techniques to improve library service and programming for customers. By 2012, 60% of library customers completing a random customer satisfaction survey will rate their satisfaction level with children and teen programming at public libraries as "high" or "very high." Fifty percent of library customers completing a random customer satisfaction survey will rate their satisfaction level with adult programming at public libraries as "high" or "very high."

7. Increase usage of public libraries as indicated on annual statistical reports by 10% by 2012 in areas of visits, circulation, program participants, and others. Library users will benefit from LSTA funded training for librarians and subsequent programs offered, as well as grant opportunities provided by LSTA funds.

8. Library personnel without library science degrees will complete intensive training on concentrated library skills and will have the opportunity to earn a certificate of recognition for completing the curriculum between 2008 and 2012. Seventy-five percent of recognition certificate recipients will report a broader understanding of library practices and procedures on a follow-up survey.

C. Programs:

1. **Expanding and improving community library services:** Provide grants and training for library staff and trustees on a) planning, development and implementation of library services, including needs assessment, resource allocation, implementing change; b) collaboration and partnerships; c) program evaluation, including use of peer evaluation, balanced scorecard, benchmarking, comparative statistics and other means. Appropriate library service improvement outcomes will be identified and reported for these grants and trainings. *Time frame: FY2008-2012*

2. **Improve Staff Service Competencies:** Continue Skills Institutes and other intensive trainings for library staff who have not had the benefit of graduate-level library science coursework. The Skills Institute curriculum is targeted to meet the needs for library service of underserved rural and urban communities. Certificates of recognition are awarded for completion of the extended cycle program. *Time frame: FY2008-2012*

3. **Scholarships:** Continue to offer scholarships for students to obtain the graduate degree in library science needed for professional positions. Students will be required to include several courses addressing LSTA purposes, such as understanding and using technology, youth services, collection development, and using electronic resources. Students are required to work in publicly supported libraries a matching number of months in proportion to the level of funding provided toward their degree.
4. **Youth Services:** Conduct training workshops supporting reading, language development, and youth library services for library staff working with youth and provide grant opportunities to implement related programs. *Time frame: FY2008-2012*
5. **Adult/Senior Services:** Conduct training emphasizing customer service to adults, particularly special populations, and offer grant opportunities for adult and senior programming. *Time frame: FY2008-2012*
6. **Literacy Programs:** Conduct training and offer grant opportunities to libraries that encourage reading programs, language skills development, encourage academic improvement, and GED instruction. The Missouri State Library will encourage staff collaboration with other literacy organizations around the state to better serve low-literacy populations. *Time frame: FY2008-2012*
7. **Wolfner Library:** Continue to support services for library users with disabilities by providing library services in alternative formats. *Time frame: FY2008-2012*
8. **Innovation/Demonstration Programs:** Offer grant opportunities and staff training that encourage libraries to use innovative programming or creative collaboration with other libraries or community organizations. *Time frame: FY2008-2012*

Issue #6: Childhood Education Support

Need: Missouri school children need access to research and curriculum support materials in a variety of formats.

Summary needs assessment:
- Much of the funding for school libraries is the responsibility of the Missouri Department of Elementary and Secondary Education (DESE). Because of the priorities demanded from DESE funding, K-12 libraries find it difficult to receive support for training, services, materials and equipment.
- Students with visual and learning disabilities need special assistance to access appropriate reading materials

GOAL #6: Strengthen reading and homework support services to Missouri's school children.

LSTA Priorities:
- *Expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages.*

A. Key Output Targets Toward Goal:
1. The Missouri State Library will provide Missouri school children at least one additional curriculum support database or service, available through public libraries, by 2012.
2. Wolfner Library for the Blind and Physically Handicapped will increase new child patron registrations by 3% by 2012.

B. Key Outcome Targets for Goal:
1. Collaborative activities between school and public libraries will increase by 10% from 2008 to 2012.
2. Use of Wolfner Library youth resources will increase by 5% by 2012.

C. Programs:

1. **Reference Services and Homework Support:** Investigate statewide initiatives to serve residents' needs. Such initiatives could include collaborative online programming or vendor-based services. *Timeframe: FY2008-2012.*
2. **Wolfner:** Continue to provide materials suitable for children of all ages with reading and visual disabilities. *Timeframe: FY2008-2012.*

<u>Issue #7</u>: Collaboration and Cooperation

NEED: Libraries in Missouri need opportunities to learn how to collaborate with other libraries and community agencies and to communicate what is working and what is not working in their regions.

Summary Needs Assessment:
- Missouri libraries need access to "best practice" information for new and innovative programs to draw new patrons to their facilities.
- Library staffs need more communication from the Missouri State Library about library services available to them through the Missouri State Library and other library sources.
- Library users will benefit from libraries piloting new service models emphasizing collaboration and partnerships, and implementing successful programs more widely through training and template grants.
- Librarians need access to information about changes in federal or state regulations and programs and services available to them through public and private partners.

GOAL #7: Provide library staff access to information about innovative programs, regional cooperatives, partnerships between other libraries and community agencies.

LSTA Priorities:
- *Expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages; and,*
- *Develop library services that provide all users access to information through local, state, regional, national, and international electronic networks; and,*
- *Develop public and private partnerships with other agencies and community-based organizations.*

A. Key Output Targets toward GOAL:
1. Participation on website forum for Success Stories with an annual increase of 10% participation with 2008 as a baseline.
2. Increased number of local libraries becoming actively involved in collaboration projects as evidenced through the 2008–2012 SPR project data.
3. Increased participation in pilot and template programs as evidenced through the 2008–2012 SPR project data.

B. Key Outcome Targets toward GOAL:
1. Five percent increase from 2008 to 2012 of open communication built into planning process for innovative

projects measured by number of program workshops, letters of intent, and training provided for the grant awards.

2. Increased partnering for regional projects measured by an increase of 5% in the number of Cooperation Grants by 2012.
3. Improve customer service survey scores on the LSTA online survey by 5% and/or decrease number of "No Opinion" responses by 2012.
4. 5% increased submission rate of articles from local libraries into Show-Me Libraries newsletter by 2012.

C. Programs

1. **Best Practices and Success Stories:** Provide opportunities for project directors to showcase their libraries' achievements with LSTA funded projects through articles in different media outlets. Missouri State Library staff will work with local librarians to develop training opportunities to help staff develop effective promotional activities for their LSTA programs. Submit articles of Missouri Libraries Success with LSTA programs to national publications each year of the LSTA plan. LSTA-funded promotion will be confined to LSTA-funded projects. *Timeframe: FY2008-2012*
2. **Cooperative Activity:** Encourage continued cooperative efforts by providing grant programs that develop partnerships. Collaborative projects that involve different types of libraries for patron services, outreach programs to underserved populations, and staff training opportunities will be developed. Workshops will be available in regional areas on how to develop programs, write grants, and manage projects. *Timeframe: FY2008-2012*
3. **Communication:** Expand and improve communication from MOSL to the library community in both print and electronic formats. The website will be overhauled to create an informative and interactive tool for library and public use. Print and electronic communications will focus on library service expansion and improvement and grant opportunities. *Timeframe: FY2008-2012*
4. **Cooperative Efforts with Public and Private Partners:** Continue collaborative project planning and approaches with other public and private state, local and national entities, including schools, higher education institutions, the Center for the Book in the Library of Congress, U.S. Census Bureau, Federal State Cooperative Statistics program, and Missouri's library, literacy, and technology partners. Collaborate with library training providers, organizers and users to promote a coordinated approach to training statewide. *Timeframe: FY2008-2012*

ISSUE #8: Statewide Services

NEED: Missouri citizens need access to quality resources and library services which will be achieved by promoting larger units of service, collaboration among libraries, and consulting services to library staffs.

Summary Needs Assessment:
- Citizens in three Missouri counties have **no** tax-supported library service, 28 counties have no county-wide service, a total of 478,698 or 9% of the population.
- Participants in the 2007 Town Hall meetings expressed a strong need for collaborative projects and tools to improve public services.

GOAL #8: Provide every Missouri citizen with library service by helping citizens extend tax-supported library service to each county in Missouri or to expand existing city libraries into county districts where no prior county library exists, and to ensure that those library services are provided in an effective and efficient manner to expand services to maximum resource capacity.

LSTA Priorities:
- *Expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages;*
- *Develop library services that provide all users access to information through local, state, regional, national, and international electronic networks;*

A. Key Output Targets Toward Goal:
1. 5% more Missourians will reside in a tax supported library district by 2012.
2. Missouri State Library consultants will increase by 20% on site visits for grant monitoring and library service development.

B. Key Outcome Targets for Goal:
1. Collaborative activities between school and public libraries will increase by 10% from 2008 to 2012.
2. Six counties currently with only municipal library service will establish a county-wide library district.

C. Programs:

1. **Larger units of service:** Promote through consultant advisory services, demonstration grants and encouraging collaborations among existing library districts. *Timeframe: FY2008-2012*
2. **Library consulting services:** The Missouri State Library will provide information and assistance to libraries on expanding services for learning and access to information and educational resources, on using technologies to expand electronic networks and provide electronic and other linkages among all types of libraries, on developing public and private partnerships, and on providing library services for persons meeting the LSTA criteria for targeted assistance. *Timeframe: FY2008-2012*
3. **Professional Collection:** Maintain a collection of materials for consultation and loan to local libraries. *Timeframe: FY2008-2012*

Summary of Planning and Implementation Procedures

Stakeholder Involvement Procedures

The Secretary of State's Council on Library Development reviewed and approved a design for preparation of the Missouri Five-Year Plan. MOSL contracted with Missouri Training Institute of the University of Missouri, College of Business to facilitate twelve "Town Hall" meetings throughout the state. Well over 150 people were involved in the meetings. Participants were from the library communities, including various library staff members, but also mayors, councilmen, trustees, and concerned citizens.

With information provided from the Town Hall meetings, an LSTA Strategic Planning Conference was held on May 9 and 10, 2007 to develop goals and programs for the next five years. Thirty-five people from different types of libraries and related stakeholders gathered to define the issues, the needs, and the goals for the Missouri Plan.

The final document was written by Missouri State Library development staff. It was endorsed by the Secretary of State's Council on Library Development for submission to the IMLS.

Communication Procedures

When notification from IMLS of the approval of the Missouri State Plan is received, the plan will be published on the MOSL website. Statewide promotion of the new plan will be provided through newsletters, announcements at the Missouri Library Association conference in October 2007, and other meetings during that time period. Printed copies will also be available upon request from MOSL.

Missouri citizens have reason to celebrate the achievements of the 2003-2008 LSTA plan. Announcing the success of the program will provide opportunities for more participation and recognition in library communities across the state. Goals and outcome targets achieved under the 2008-2012 plan will be published in IMLS State Progress Reports, press releases, MOSL newsletters, website announcements, and other means as they become available.

Monitoring Procedures

As the designated State Library Authorizing Agency (SLAA) granted federal Library Services and Technology Act (LSTA) funds through the Institute for Museum and Library Services (IMLS), the Missouri State Library is required both by IMLS and by OMB Circular A-133 to monitor sub-recipients' expenditures and administration of LSTA funds. IMLS requirements for monitoring sub-recipients' expenditures of LSTA grant awards are described in CFR 1180-1185. In addition, Missouri the State Library follows the preferred method of paying

sub-grantees the majority of grant funds in advance, as specified in CFR 1183.21 (C). Finally, the Missouri State Library's monitoring policies and procedures reflect that provision in OMB Circular A-133 which exempts non-federal entities from single audits of federal awards under $500,000 (in the aggregate within a single fiscal year), but specifies that sub-recipients' "records must be available for review of audit by appropriate officials . . .." for monitoring and audit purposes.

The grant proposal and any project revisions provide the basis for the monitoring process. Each project is expected to closely follow the proposal and any subsequently approved project revisions. Monitoring of grant project is handled in several ways, including phone calls, e-mails, formal reports, and site visits. Typically, a project will be monitored by MOSL consultant staff either at the project site or by telephone. During the visit, the consultant will observe project operation, examine related documents, and meet with project staff to gather additional information about the project. The type of monitoring chosen is dependent on a number of factors such as size of the grant award, maturity and complexity of the project. After the monitoring visit, the consultant will prepare a written report. Copies of the report are sent to the library, maintained in MOSL grant files, and provided as requested or required.